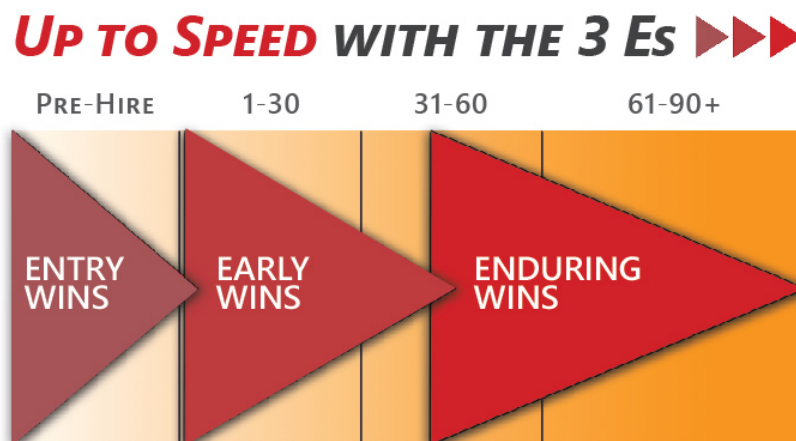


Hiring Managers – Your Role in New Hire Early Wins

Hiring Manager engagement is the key differentiator in the success of new hires. By helping new employees through the assimilation and integration process, you provide them a firm foundation in the company from both a cultural and business perspective.

Through his many years developing and facilitating the Transition Acceleration Program (TAP), Tad Dwyer has identified the three major categories of wins - entry, early, and enduring. **All of these can be expedited by the actions and behaviors of the hiring manager.** The graphic below shows an ideal “distribution” of early wins over the first 90 days. Executed well, these wins set the stage for ongoing, sustained success that brings about longer retention rates, better employee investment, and a more effective, productive workplace.



Entry wins – help new hires gain valuable insights into background and contextual information on the company, team, competitive position, customers, and key stakeholders.

Early wins - expedite the new hire's ability to take on the responsibilities of the job autonomously with increasingly less dependence upon the hiring manager.

Enduring wins - deliver on (and exceed) the hiring manager’s initial expectations and success scorecard. These wins are at the heart of why the company made the hire in the first place and prove that they made an excellent choice in doing so.

Following are tips for tailoring hiring manager actions to help new hires deliver wins. While all of these may not be feasible, that’s okay! Doing any of them will add value to your new hire’s experience.



Hiring Manager Checklist for Facilitating New Hire Early Wins

New Hire Name:

Position:

Reconnaissance Actions (before day 1):

- Have office/work space ready
- Invite new hire to a team meeting
- Send welcome letter/flowers/gift
- Have a member of the C-Suite personally welcome the new hire (e-mail or call)
- Have business cards ready in advance
- Do your part to guarantee that benefits/IT/pay processes go flawlessly
- Formally communicate new hire's employment internally (and externally if appropriate)

Transfer Actions:

- Provide clear initial role expectations (see next page for worksheet)
- Educate the new hire with "*state of the state*" contextual information (company, strategy, team, customers, areas of responsibility, etc.)
- Have team activity(ies) (Q: Business or fun? A: Yes! Both!) that coincides with the new hire's engagement
- Highlight early wins & how the position adds value to the company
- Introduce new hire to key stakeholders personally when possible
- Schedule (and don't cancel) regular meetings to discuss both business issues and how are you doing

Fulfillment Actions:

- Schedule 1-1 stakeholder meetings for the new hire to occur over first few weeks
- Allow the new hire to fulfill expectations (without micromanaging)
- Catch the new hire doing things right
- Continuous open communication and just in time feedback (4-1 positive to developmental)